

MARY SALMON WALKER

(b) (6)

PROFESSIONAL EXPERIENCE

Georgia Environmental Protection Division

Assistant Director/Chief Operating Officer (December 2014 to present)

Serve as Chief Operating Officer for 750 person state regulatory agency. Oversee permit process, compliance, policy development, and management for all agency programs. Continue to perform Assistant Director responsibilities for agency infrastructure and support functions, including Finance, IT, HR, and legal support as detailed below. Ongoing focus on increasing agency effectiveness through use of technology, Lean Six Sigma practices, and emphasis on financial and human resource management.

Assistant Director (June 2013 to November 2014)

Manage key initiatives of the agency, especially those involving financial impacts, coordination with other state agencies, or coordination among multiple organizational units within EPD. Oversee agency rulemaking and permit process. Have direct responsibility for agency finance, information technology, human resources, legal support, and a production lab serving the entire agency. Initiated and currently manage business process improvement efforts to enable the agency to more effectively meet business needs, utilizing Lean Six Sigma. Direct efforts to improve revenue collection. Focus resources on enterprise-wide data management and e-government initiatives.

Finance Director (May 2012 – May 2013)

Responsible for agency Finance, IT, and HR departments. Managed budget of \$130 million, including state, federal, and fee generated revenue. Formulated and implemented plans for managing state and federal budget reductions. Developed business case and secured funding for \$2 million project to reformat and consolidate real estate footprint which generated over \$400,000 in annual savings. Project managed this year-long initiative, which included relocation of 320 staff in multiple locations in metro Atlanta. Created successful case for additional funding for two major state programs during period of statewide budget cuts. Centralized agency IT staff and focused efforts on building the technological infrastructure of the agency. Focused HR efforts on applied performance management and increased employee training.

Governor's Office of Planning and Budget

Budget and Policy Coordinator (January 2011 to May 2012)

Coordinate the development of the Governor's budget for all education agencies and state pension funds. Analyze financials of the state's pension funds and recommend policy options to the Governor. Calculate the QBE formula funding for Georgia's K-12 education system in concert with another analyst. Utilize PeopleSoft to analyze agency expenditures. Train new analysts on state budget process. Provide reports to the U.S. Department of Education on the use of State Fiscal Stabilization Funds. Track and analyze the impact of proposed legislation for the state CFO and Governor's Office staff. Oversee the allotment of state funds to education agencies.

Stimulus Officer (October 2010 – January 2011)

Oversaw quarterly reporting by all state agencies to the federal government on the use of federal stimulus funding, totaling in excess of \$7 billion. Managed the transition from a

full-time state stimulus czar to a part-time oversight role. Hired and trained interns to prepare quarterly reports.

Budget and Policy Coordinator (August, 1999 – September, 2002)

Coordinated the development of the Governor's budget for all economic development and natural resource agencies. Recommended policy and program options for these agencies. Tracked and analyzed the impact of legislation for the Governor's Office. Served on steering committee for review of Georgia's tax incentives. Created criteria for the disbursement of a major state tax incentive and administered the program as part of a four agency team. Assisted with the formation of the OneGeorgia Authority. Represented OPB on a work group guiding the development of a new system for statewide budget submission.

Georgia Department of Community Affairs

Special Assistant, Finance Department (March, 1999 – August, 1999)

Managed the departmental budget process. Developed and implemented a system for electronic budget preparation and analysis. Tracked costs of bond issuance for Georgia Housing and Finance Authority.

Governor's Office of Planning and Budget

Budget and Policy Analyst (February, 1998 – February, 1999)

Initiated and conducted detailed analysis of financial and policy issues for the Governor and staff. Analyzed agency operating and capital budget requests and made recommendations to the Governor. Evaluated proposed legislation for fiscal and policy impacts. Prepared information for press releases and documents for publication. Assisted with the development of department requests for proposals and vendor selection.

Management Consultant (June, 1997 – January, 1998)

Conducted management reviews of state programs, involving the development of analytical techniques, data gathering and analysis. Developed a survey to measure citizen satisfaction with state services and prepared briefing paper for state officials.

PROFESSIONAL CERTIFICATIONS, MEMBERSHIPS, AND TRAINING

Lean Six Sigma Green Belt (July 2015)

Southern States Energy Board member – Governor's appointee

E-Enterprise for the Environment Leadership Council – State chair of e-permitting initiative

Institute for Georgia Environmental Leadership – Class of 2014

Erosion & Sedimentation Overview Council – Governor's appointee

State Financial Management Certificate: Introductory and Intermediate Accounting Series (2011-2012)
Series 7 and 66 financial certifications and state insurance licensure (2002 - 2003).

EDUCATION AND OTHER EXPERIENCE

Master of Public Administration (1997)

University of Georgia • Public Finance
Graduate teaching and research assistantship

B.A. in International Relations (1992)

Tulane University • Dean's Honor Scholar

Institut D'Etudes Politiques (1991)

One year of political study in Paris, France

Other Experience:

Rainbows, Inc. Coordinator (2005-2010)

French Instructor (2006 – 2010)

Junior League of Atlanta (2000-Present)

Young Audiences volunteer (2003-2004)

Atlanta Association for Developmental
Disabilities volunteer (2001-2002)